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Director of Training

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NO CHANGE in Class.

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Class. CHANGED TO: TS S (C)

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Your Last Talk to CER

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1. I talked with [REDACTED] Our recollection of your CER talk follows in brief. I hope it will help you to recall details.

2. The Soviet intelligence officer training program (four years intelligence; two years language) within the context of how well do you, the listener, compare with your Soviet counterpart.

3. Our new JOT Training Program as a major preliminary step in answering the Soviet training challenge. You quoted some of Mr. Dulles' remarks to the JOT's which I do not remember. You included the idea that the line supervisors do not always make the most of the talents of the JOT's and other Agency employees. Where insufficient challenge is encountered by the JOT's in their job assignments, resignations are the result.

4. Other new training programs and training problems. Insufficient student enrollment in "exotic" languages. NEA, for instance, where there is an obvious major clandestine job to be done. No correlation between language training and future job assignments. Something about an offer you have made to the Clandestine Services to provide projected area training programs for individuals two or three years in advance of assignment if the operating supervisor would tell you what the assignment was to be and make the employee available to you. No one has ever taken you up on this offer.

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5. Personnel management - you expressed regret that [REDACTED] was not there (he was absent that day) to hear what you had to say about career management. You established fine audience rapport by identifying yourself as sympathetic with their individual problems and legitimate grievances by voicing sentiments in the minds of the listeners. You advocated more attention to individuals rather than bodies in mass and a more positive approach to personnel problems. Asked for your solution, you suggested we substitute attempts at committee and Career Board personnel management with someone with authority, for instance at the

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[REDACTED] level whose time was not taken up with daily case officer problems to be intimately concerned full time with Clandestine Services personnel management and career training. I believe you felt DD/I had fewer personnel problems than DD/P. There was a sort of punch line effect, "You're not getting the type personnel management I believe that you deserve."

/s/
[REDACTED]

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